



“Leadership That Gets Results”

DAU Winter
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Primary Sources:

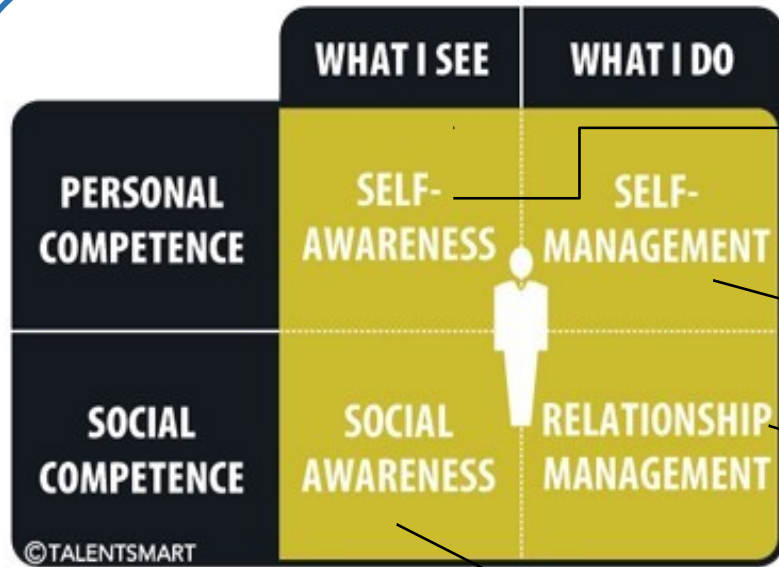
Leadership that Gets Results, Daniel Goleman
Why You Need Emotional Intelligence To Succeed,
Travis Bradberry

Goals for Today's Session



- Have Fun and Learn from Each Other
- Understand the basic components of emotional intelligence (EI)
- Understand the differences between six leadership styles
- Understand the relationship between leadership & EI
- Understand your leadership style is a strategic choice

Emotional Intelligence



(realistic evaluation of your strengths & limitations; strong and positive sense of self-worth (self confidence))

(self-control, initiative, adaptability, conscientiousness, and trustworthiness)

(visionary leadership, influence, developing others, communication, conflict management, change catalyst, teamwork and collaboration); also called "**social skill**"

(empathy; organizational awareness; recognize & meet customers' needs)

"Self-Awareness": your ability to accurately perceive your emotions and stay aware of them as they happen;

Self-Management: your ability to use awareness of your emotions to stay flexible and positively direct your behavior

Social Awareness: your ability to accurately pick up on emotions in other people & understand what's really going on

Relationship Management: your ability to use awareness of your emotions and the

In-Class Exercise

Six Leadership Styles

(“each leadership style springs from different EI competencies”¹)

Coercive	Authoritative	Affiliative	Democratic	Pacesetter	Coaching
Demand immediate compliance; “do what I say”	Mobilizes people toward a vision; “come with me”	Creates harmony and builds emotional bonds; “people come first”	Forges consensus through participation	Sets high standards for performance; expect excellence & self-direction	Develops people for the future; “try this”
EI competencies: drive to achieve, initiative, self-control	EI competencies: self-confidence, empathy, change catalyst	EI competencies: empathy, building relationships, communication	EI competencies: collaboration, team leadership, communication	EI competencies: conscientiousness, drive to achieve, initiative	EI competencies: developing others, empathy, self-awareness
To be used in crisis or to start a turnaround	To be used when change requires new vision or to provide clear direction; provides overall goal	To be used to motivate people in stress or to heal team conflicts; high self-expression	To be used to build consensus or get employee input	To be used to get quick results from a motivated and competent team; “do as I do, now”	To be used to help improve performance or develop strengths in employees
Negative impact upon	Most strongly	Positive impact	Positive impact	Negative impact upon	Positive impact

[http://www.cwru.edu/med/epidbio/mphp439/Leadership that Gets Results Daniel Goleman](http://www.cwru.edu/med/epidbio/mphp439/Leadership%20that%20Gets%20Results%20Daniel%20Goleman.pdf)

Suggested Readings



Leadership That Gets Results. Daniel Goleman. Harvard Business Review; March- April 2000: 78-90.

- *Emotional Intelligence 2.0*. Travis Bradberry, Jean Greaves.
- *Emotional Intelligence: Why it Can Matter More Than IQ*. Daniel Goleman
- *Winning The Long Game: How Strategic Leaders Shape the Future*. Steven Krupp, Paul Schoemaker

